



## Purpose & Summary

This report serves to give an update of progress on the initiatives supporting the Department of Corrections (DOC) strategic plan. We will continue to conduct periodic reviews to make sure the projects are progressing as anticipated, and our resources are being used effectively. The information provided in this report is based on tracking the progress of each initiative against their project milestones. We have included charts and tables to highlight the progress and distribution of the initiatives.

As of February 28, 2022:

- There are 25 initiatives for focus this fiscal year. Sixteen are in the implementation phase, and the remaining nine (9) are in the recommendation phase.
- The majority (88%) of initiatives in the recommendation phase are in progress and progressing towards implementation.
- For more status updates, see the initiative highlights below.

## Statistics & Analysis

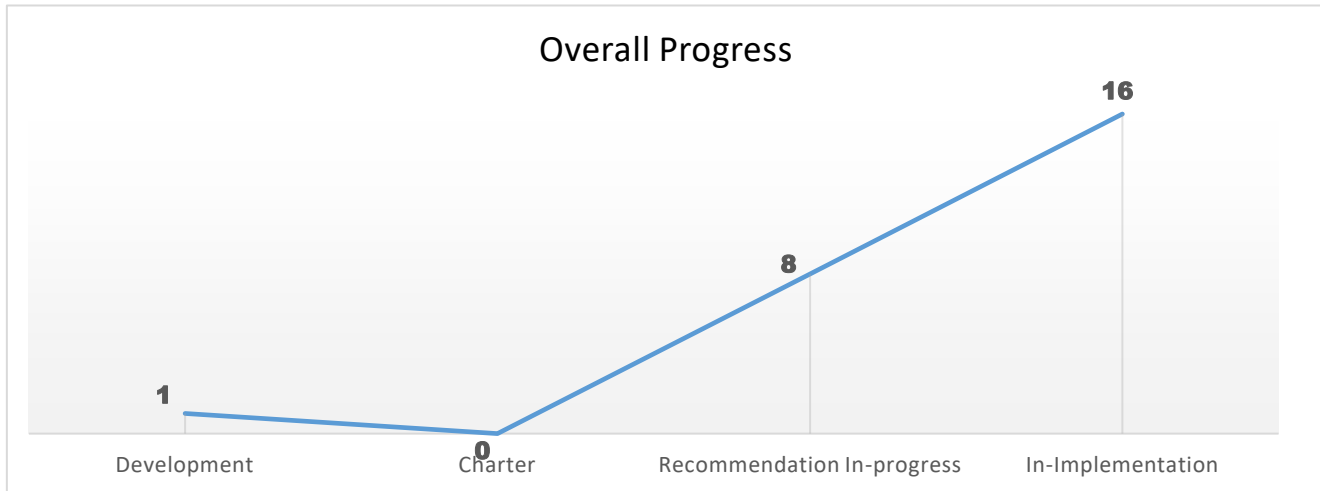
The 25 initiatives for focus in FY2022 are divided among the placemat themes as follows: Seven (7) under safer work environment, 12 under improving workforce, and six (6) are under reducing risk and recidivism. The table below shows how they are progressing by theme. The majority of initiatives under all three themes are in implementation, 57% of safer work environment, 58% of improving workforce and 83% of reducing risk and recidivism. Safer work environment is the only theme with initiative in development (14%).

**Table 1: FY22 Progress of Strategic Plan Projects by Theme**

Placemat Themes	Initiative Status			
	In-Implementation	Recommendation In-progress	Charter	Development
Safer Work Environment (7)	57%	29%	0%	14%
Improving Workforce (12)	58%	42%	0%	0%
Reducing Risk & Recidivism (6)	83%	17%	0%	0%



**Figure 1: Progress of Strategic Plan Initiatives by Status**



The 25 division led projects are currently in the following statuses: 16 have completed the recommendation phase 64% and have transitioned to the implementation phase; eight (8) are progressing towards the implementation phase (32%); and one (1) is in development (4%)

**Table 2: Project Status by Division Responsibility**

Progress and Assignment By Division						
Status	Overall	OOD	P&P	DORS	DAI	DHS
In-Implementation	16	0	1	4	3	8
In-Progress (Recommendation)	8	2	0	0	1	5
Charter (Recommendation)	0	0	0	0	0	0
Development (Recommendation)	1	0	0	0	0	1
Total Initiatives	25	2	1	4	4	14

Of the 25 initiatives, two (2) have been assigned to the Office of the Director (OOD) and one (1) to Probation and Parole (P&P). Both the Division of Offender Rehabilitation Services (DORS) and the Division of Adult Institutions (DAI) have been assigned four (4) each, and 14 have been assigned to the Division of Human Services (DHS).



## FY2022 Initiative Highlights as of February 28, 2022

### 11.101 - Staffing Pattern & Shift Analysis

Moved to implementation

- Analysis completed on this initiative and planning for implementation.
- DOC team is meeting with site administrative teams to review post recommendations.

### 11.113 - Develop MOCIS Enhancement Prioritization

In development

- All components of the MOCIS initiative will be completed under this initiative.

### 11.208 - Improved External Classification System

Off track – with plan to rectify

- Final statistical model is completed and approved
- Working with IT to develop automation plan

### 11.212 - Transition to Electronic Files to Support Information Access

Off track – with plan to rectify

- DOC is working with OA on testing sites for electronic forms.

### 11.215 - Perimeter Detection Fence

In Implementation

- The fencing is complete at these six (6) facilities: ERDCC, SECC, SCCC, FRDC, JCCC and PCC.
- New fence installed at WMCC, WERDCC, MECC, ACC, OCC, BCC, FCC, MTC., TCC, MCC, and NECC, Commissioning pending
  - WMCC, MECC, WERDCC, and MTC are up and running.
- Installation pending for CCC, and WRDCC

### 12.104 - Automated Time Keeping System for DAI

In Implementation

- The vendor will provide a new project manager to get this project back on track.
- DAI has identified all the items that need to be completed prior to Phase I going live.
- There is a meeting scheduled for March 22nd to discuss the plan. Once that is completed, they will set a date to start the pilot.

### 12.307 - Develop System for Virtual Training – LMS

In Implementation

- Implementation of the system is in progress
- Projection to go live on or before June 15, 2022.



## 21.202 - Develop On-Boarding for Supervisory Positions

Off track – with plan to rectify

- Team is working on milestone tasks.
- Next meeting scheduled for March 14, 2022.
- The team plans to have their proposal complete and ready for review by the end this fiscal year.

## 21.206 - Implement On-Boarding for Frontline Staff (Phase II)

In Implementation

- The team has completed their review of the proposal and the checklist.
- The proposal is with Division Directors for review.
- They are schedule to present to the EBP Team following the reviews.

## 21.207 – Transformation Training Academy

In Implementation

- The recommendation phase is complete. This is in implementation.

## 21.208 – The Corrections Way for Frontline Staff

On track

- As of February 28, 2022, 3,156 frontline staff have been trained.
- Training completed in February for MTC and CCC (make-up session).
- March training dates confirmed for MCC and make-up sessions for FCC and SCCC.

## 21.210- Expand COI and Cook Recruitment Efforts

Off-track

- Virtual job fair was held on February 8-9, 2022.
  - They had 59 potential applicants sign up, 11 actually attended, and nine (9) applications were received from the event.

## 21.212 - Crossroads Training Academy

In Implementation

- Materials are being purchased for the project.

## 21.213 - Succession Development Strategy (Leadership Development Rule)

On track

- Supervisors are expected to complete a minimum of one (1) hour per week toward professional development (52 hours per year).
- 2% of DOC has completed the MO Learning White Belt training.
- OA created the Talent Development Learning Community Framework to connect talent development offerings intentionally to support all team members regardless of where they are in their professional



## 21.405 – Promote and Enrich Employee Wellness Program

On track

- MoDOC Cares webpage has been created and is consistently updated, gets very high click-rate.
- Probation & Parole Wellness Room (D15 60 day pilot - is in progress). This is getting positive feedback from site staff.
- Supervisor Training specific to resources/resiliency/self-support – scheduled for March 2022.
- In Progress: folding wallet card with wellness and trauma resources is in the approval process and will be ordered soon. The will be distributed to new hires and then distributed across worksites in March.
- Health & Benefit Fairs in 2022 – scheduled for Farmington, JCCC and ACC in April.

## 21.406 - Trauma Support for Staff

On track

- A planning committee has been formed and funding is secured to implement a Post Critical Incident Seminar scheduled for May 2-4, 2022.
- A new support resource for DOC staff affected by workplace trauma will be available in May 2022. Applications for the event will be taken from January-March 2022 and will be located on the Intranet home page
- New policy D2-15.8 went into effect January 16, 2022. This was a revamp of the old PACT policy, and it also added the Employee Trauma Unit into policy.
  - Along with this, the PACT program has implemented a new documentation system, which will allow for automated collection of data/utilization stats.
  - 31 DOC staff (primarily PACT Leaders and those involved with PCIS) received Critical Incident Stress Management Training in February 2022 through the International Critical Incident Stress Foundation model. There is hope to offer this more broadly if funding allows in the future.
- A Collaboration is established between the Victim Services Unit, OPS, and DAI. The policy is being updated to reflect this.
- New Employee Trauma and Support Specialist will be attending training through Desert Waters in March to learn a new Family Wellness curriculum that she could then utilize for staff families here at DOC.

## 22.105 - Redevelop the Intranet

Off track

- Exploring options to move the project towards completion.

## 22.107 - Develop Equity, Diversity & Inclusion (EDI) Policy

Off track - with plan to rectify

- Awaiting focus group analysis and recommendations from St. Louis University



## 22.303 - Trauma Informed Culture

### In Implementation

- Implementation will be done in stages, starting with the development of an advisory team.
- The Advisory Team is developed and the first meeting is scheduled for March 23, 2022.
- Meeting will be monthly with focus being placed on:
  - How to get the Department from being trauma aware to being trauma informed in regards to interactions with clients, and
  - Policies and procedures review to decide on what changes need to occur.

## 31.113 - Ashland University Expansion

### Off track – with plan to rectify

- All Second Chance Pell providers had their funds reduced this FY. Ashland has decided to not expand sites nor enroll new students to stay within budget. Therefore, for fall 2021 and the spring 2022 terms (late January) they will only re-enroll current students. The remaining sites are JCCC, PCC and SECC.
- Ashland University will re-evaluate status nation-wide once the next funding cycle at the federal level is decided.

## 31.114 - Programming to Conform to Evidence Based Practice

### In Implementation

- Implementation planning has not started.
- DAI is working to determine the elective classes that will be offered.

## 31.115 - Mental Health and Substance Use Treatment Standards

### In implementation

- Tasks have been assigned and timeline created.
- The team is working on development of a program model.
  - The team would be participating in a kaizen event to help layout the groundwork for a BHU model.
  - A layout for how treatment will occur in the new model is being established. A three (3) phase process with a step down for institutional placement when possible is being discussed.
- Sub-team to review different substance use assessment tools.

## 31.203 - KCRC Transformation

### In implementation

- Renovations are near complete.
- They plan to start receiving residents on April 1, 2022.
- Staff was presented with their new TCKC ID at the TCKC Day celebration.
- Staff should complete their ARB training in DOCOTA by March 31, 2022.
- All custody positions are being rebid according to the new staffing plan for operations as a transition center.



**Improving Lives for Safer Communities**

- They are working to get staff assignment configured for them to attend basic training.
- ITSD updates pending to show TCKC in systems like ORAS and IRIS instead of KCRC.
- Fire and Safety has completed their walkthrough of the facility. And interviews are scheduled for the TCKC Fire & Safety position for mid-March.
- TCKC now has a director of nursing.
- The IAC position has been filled.
- Policies, procedures, handbooks, manuals, checklists and similar are in development.
- Open house scheduled for the community
- Family day scheduled for staff.

### **31.209 - Program Model for Court Referred Short-Term Offenders.**

#### **In Implementation**

- The team had their implementation Kick-Off on February 3, 2022.
- Gateway to present at the next meeting scheduled for April 6, 2022, to share their program model for 120 day treatment.
- Milestone tasks are being discussed.

### **31.305 - Quality Control, Quality Assurance, Support for Correctional Programming**

#### **Off track – with plan to rectify**

- The final report is complete.
- The team is scheduled to present their recommendation to the EBP Workgroup in April.

## **Initiatives from Previous Placemats - with Actions Pending**

### **11.105 - Administrative Segregation Programming**

- The manual DAI was asked to develop is in progress.
- The committee continues to meet on a regular basis.
- The team has reviewed the ACA standards for restrictive housing to ensure their recommendations are consistent with national standards.
- The team is in the process of identifying programming and incentives for the levels.

### **11.110 - Offender Mail / 11.111 - Offender Censorship**

- The vendor will have the programming completed on April 27, 2022.
- DOC will test on April 28-29, 2022.
- The projected date to go live is June 1, 2022.

### **11.207 - Identification & Tracking of Security Threat Groups**

- STG Coordinator and Officer training scheduled for March.
- Policy approved and will be released April 1, 2022.



## 11.211 - Offender Suicide Prevention

- Standing committee members have been identified. The responsibilities are being finalized.
- The team is discussing pilots, final decision pending.
- The team is working on the Monthly Cell Checklist, and is discussing data collection.
- Team is working on developing an assessment tool.

## 11.216 - P&P Safety, Security & Critical Incidents

- Continue work with DSAA on the Incident Report form.
- Meeting on March 14<sup>th</sup>, 2022 to finalize steps for policy and training needs.

## 21.105 - CO I High School Apprenticeship

- The Recruitment Unit is in discussion with Crowder College regarding rebooting the program and possible changes to the curriculum.

## 31.110 - Difficult Discharge

- The procedure was sent out for secondary review.

## 31.207 - Community Peer Specialist

- Implementation team established and implementation planning is in progress.
- Preparation for pilots at three (3) facilities (NECC, MCC, and CCC) is in progress.
  - They are discussing general guidelines for the facilities and the appropriate location at each site.
  - The deciding on measures to gauge the readiness of the specialist and to help them become aware
- Milestone tasks have been assigned to team members. The team is reviewing with plans to update policies, curriculum, and code of ethics documents.



# Strategic Initiative Dashboard

FY2022 Initiatives

R = Recommendation Phase

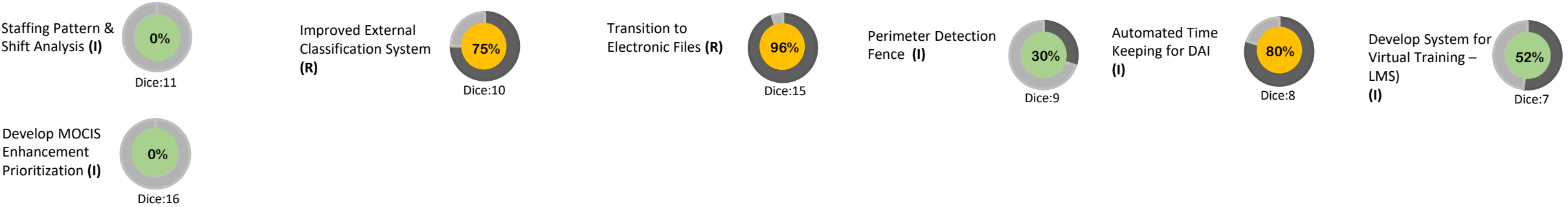
I = Implementation Phase

Values in circles indicate % of milestone complete

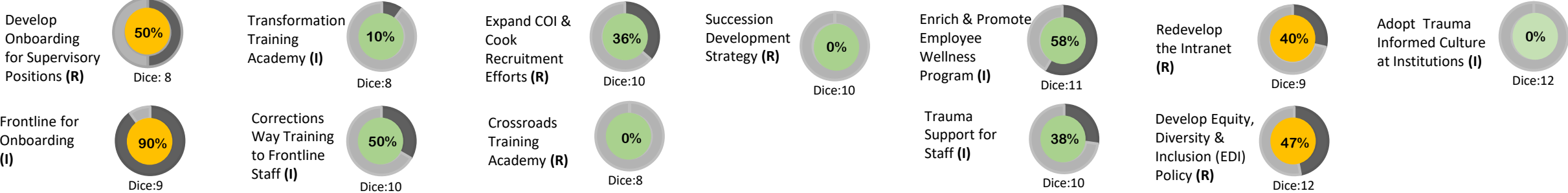
On-Track  
Off Track with plan  
Off Track – with no plan



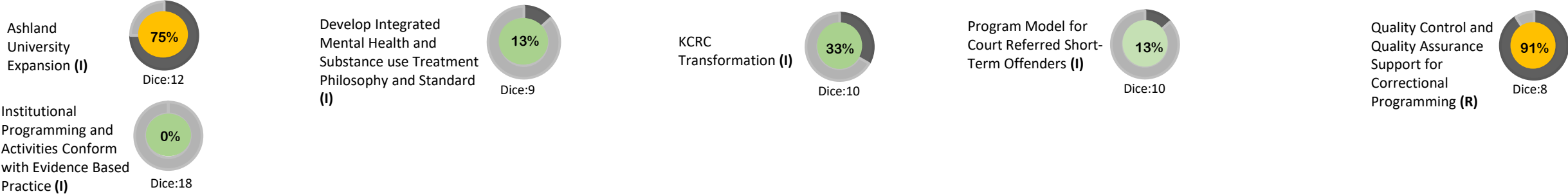
## Safer Work Environment



## Improving Workforce



## Reducing Risk & Recidivism



Dice scores last calculated December 2021    \*\*Scores are defined as follows:   - 7 to 13 win zone (Highly likely to succeed)   - 14 to 17 worry zone (Risky, needs immediate attention to weaken risk)   - 18+ woe zone (highly likely to fail, need decisive action to salvage)